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**Housing Authority - County of Los Angeles**

September 17, 2007

To: Each Supervisor

From: Carlos Jackson, Executive Director



**SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8  
HOUSING PROGRAM**

On March 13, 2007, your Board instructed me to report monthly on our efforts and progress to remove the Section 8 program from its "troubled" status, as rated by HUD's Section Eight Management Assessment Program (SEMAP). This report covers the period of August 17, 2007 – September 17, 2007 and provides information on the following:

- Corrective Action Plan (CAP) for FY 2005-2006 approved by your Board on August 21, 2007.
- The Nelrod Company advisor
- Current performance status
- Office of Inspector General (OIG) audit

**SEMAP**

As I reported to your Board on August 21, 2007, we anticipate earning at least 90 points out of the possible 145 SEMAP points to receive a standard rating for FY 2006-2007. This is based on our self-assessment of SEMAP indicators 1 through 8, which was completed and submitted to HUD on August 6, 2007, and HUD's score from the online reporting system for June 30, 2007, on indicators 9 through 14. As indicated to your Board on August 28, 2007, the Section 8 program would be removed from "troubled" status only if HACoLA receives a SEMAP score of at least 87 points for FY 2006-2007 and completes the tasks listed in the executed CAP.

**CAP**

The first group of CAP items was submitted to HUD today, on September 17, 2007, which reflects performance objectives completed through June 30, 2007. The next set of CAP documents will be submitted to HUD by October 17, 2007, and will cover performance objectives to be completed by August 31, 2007. The final CAP submission will be submitted to HUD by November 17, 2007 and will cover all remaining performance objectives. (See Attachment A)

HUD Advisor On-Site

Following your Board's action to accept the technical assistance from HUD, we met with the HUD Advisor, the Nelrod Company, on Wednesday, September 5, 2007. Although HUD's Los Angeles Field Office staff was invited to participate in the meeting, they did not attend. Nelrod provided the HUD task list, which outlines a work plan. The task list was shared with the Board Deputies on August 28, 2007. After one week, Nelrod has identified the "critical impact priorities" that will best assist us within the scope of their task order. In addition to completing the tasks outlined in HUD's task list, Nelrod will also be providing assistance in the following areas:

1. Determination of Adjusted Income Performance
2. Lease-up
3. SEMAP Documentation for FY 07-08
4. Effective YARDI Implementation
5. Annual Re-examinations
6. Enforcement of Housing Quality Standards
7. Housing Quality Standards Annual Inspections

Nelrod is seeking approval to provide formal training to the Board of Supervisors, but their existing contract may prohibit this item. However, alternative training measures are being explored that will accommodate your respective schedule. My upcoming monthly report will contain updates on the Nelrod activities.

FY 2007-2008 Performance Status

The following is the current performance status on the three most critical indicators for FY 2007-2008:

**Annual Reexaminations (SEMAP Indicator #9)** – We have completed 98% of the annual reexaminations that are due through September 1, 2007.

**Annual Inspections (SEMAP Indicator #12)** – We have completed 99.7% of the annual inspections that are due through September 1, 2007.

**Lease-Up (SEMAP Indicator #13)** – Our current lease-up rate is 90.6%, representing 18,772 assisted families throughout the County. We have 1,955 pending contracts; 1,095 voucher holders are seeking housing; 2,898 applications are being processed at this time. Due to our continuing lease-up efforts, we remain on target to reach 95% lease-up by December 31, 2007.

Each Supervisor  
September 17, 2007  
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Pending Office of Inspector General Audit

As we reported previously, HACoLA has yet to receive the HUD Office of the Inspector General (OIG) report from the auditor, who has been working on the annual re-examination and tenant eligibility throughout the past year.

CJ:ML:sm  
Attachment

c: William T Fujioka, Chief Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk of the Board of Supervisors  
Each Deputy  
Los Angeles County Housing Commissioners

**Corrective Action Plan**

The process for closure of the CAP items is to prepare the back-up materials to support compliance with the particular issue, and, either send it or, if too voluminous, make sure that it is available to the HUD staff for review. HUD staff will review the submission and after all of the information is received, a confirmatory on-site at the HACoLA will take place. At that time, a final decision will be made on closure of the issue.

**CORRECTIVE ACTION PLAN TIMELINE**

<b><i>Management Area or Indicator</i></b>	<b><i>Submittal Date 9/17/07</i></b>	<b><i>Submittal Date 10/17/07</i></b>	<b><i>Submittal Date 11/17/07</i></b>
Governance			√
Organization and Staffing		√	
Finance			√
Procurement	√		
MIS	√		
Program Management		√	
Indicator 1 – Selection from the Waiting List		√	
Indicator 2 – Rent Reasonableness	√		
Indicator 3 – Determination of Adjusted Income			√
Indicator 4 – Utility Allowance Schedule	√		
Indicator 5 – HQS Quality Control Inspections	√		
Indicator 6 – HQS Enforcement			√
Indicator 7 – Expanding Housing Opportunities	√		
Indicator 8 – Payment Standards	√		
Indicator 9 – Annual Reexaminations			√
Indicator 10 – Correct Tenant Rent Calculations			√
Indicator 11 – Pre-contract Housing Quality Standards (HQS) Inspections	√		
Indicator 12 – Annual Housing Quality Standards Inspections			√
Indicator 13 – Lease-up			√
Indicator 14 – Family Self-Sufficiency (FSS)			√

**Housing Authority - County of Los Angeles**

October 17, 2007

To: Each Supervisor

From: Carlos Jackson, Executive Director

**SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8  
HOUSING PROGRAM**

On March 13, 2007, your Board instructed me to report monthly on our progress to remove the Section 8 program from its "troubled" status, as rated by HUD's Section Eight Management Assessment Program (SEMAP). This report covers the period of September 18, 2007 – October 17, 2007 and provides information on the following:

- Corrective Action Plan (CAP) for FY 2005-2006 approved by your Board on August 21, 2007.
- HUD Advisor (The Nelrod Company)
- Current performance status
- Yardi System
- Office of Inspector General (OIG) audit

**SEMAP**

As I reported to your Board on August 21, 2007, we anticipate earning at least 90 points out of the possible 145 SEMAP points to receive a standard rating for FY 2006-2007. This is based on our self-assessment of SEMAP indicators 1 through 8, which was completed and submitted to HUD on August 6, 2007, and HUD's score from the online reporting system for June 30, 2007, on indicators 9 through 14. As indicated to your Board on August 28, 2007, the Section 8 program would be removed from "troubled" status only if HACoLA receives a SEMAP score of at least 87 points for FY 2006-2007 and completes the tasks listed in the executed CAP.

**CAP**

The second group of CAP items was submitted to HUD today, October 17, 2007, which reflects performance objectives completed through September 30, 2007.

The CAP requires that you receive formal training on the Housing Choice Voucher Program (Section 8). The Division has completed the procurement process to secure this training and certification. We are in the process of executing an Agreement with a training vendor that will accommodate your respective schedules. The Division will coordinate the training through your staff later this month as

training must be completed by November 12, 2007, in order to meet the CAP deadline.

The final CAP submission to HUD will be on November 17, 2007 and will cover all remaining performance objectives. (See Attachment A)

HUD Advisor On-Site

At the time of last month's report the HUD Advisor, the Nelrod Company, had recently arrived on site. In addition to completing the tasks outlined in HUD's task list, Nelrod will also provide assistance in the following areas:

1. Determination of Adjusted Income Performance
2. Lease-up
3. SEMAP Documentation for FY 07-08
4. Effective YARDI Implementation
5. Annual Re-examinations
6. Enforcement of Housing Quality Standards
7. Housing Quality Standards Annual Inspections

The Nelrod Company is reviewing our SEMAP to assist us in preparing for the upcoming on-site HUD confirmatory review. They have provided positive feedback on streamlining the annual reexamination process; recommendations on additional quality control measures that can be implemented; and alternative methods of documenting and tracking SEMAP performance.

FY 2007-2008 Performance Status

The following is the current performance status on the three most critical indicators for FY 2007-2008:

**Annual Reexaminations (SEMAP Indicator #9)** – We have completed 98.8% of the annual reexaminations that are due through October 1, 2007.

**Annual Inspections (SEMAP Indicator #12)** – We have completed 99.7% of the annual inspections that are due through October 1, 2007.

**Lease-Up (SEMAP Indicator #13)** – Our current lease-up rate is 91.2%, representing 18,896 assisted families throughout the County. We have 1,680 pending new contracts; 942 voucher holders are seeking housing; and we are concentrating on processing an additional 2,720 applications with the goal of turn-

Each Supervisor  
October 17, 2007  
Page 3

ing these into new contracts. Due to our continuing lease-up efforts, we remain on target to reach 95% lease-up by December 31, 2007.

Yardi System Implementation

On September 24, 2007, one week ahead of schedule, Phase I of the Yardi System implementation was completed. Implementing Phase I is a major accomplishment. Work has begun on Phase II, which is estimated to go live in April 2008.

Office of Inspector General Audit

HACoLA recently received a schedule of deficiencies, an explanation of the deficiencies and supporting documentation from the HUD Office of the Inspector General (OIG) audit of annual re-examination and tenant eligibility that has been underway throughout the past year. A total of 26 tenant files were reviewed by OIG. Staff has been instructed to correct all cited errors immediately. HACoLA will advise OIG of the corrective steps taken by October 23, 2007 via letter. OIG has informed HACoLA that its response will be included in the final audit report that will be issued in early November.

CJ:ML  
Attachment

c: William T Fujioka, Chief Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk of the Board of Supervisors  
Each Deputy  
Los Angeles County Housing Commissioners



### **Corrective Action Plan**

The process for closure of the CAP items is to prepare the back-up materials to support compliance with the particular issue, and, either send it or, if too voluminous, make sure that it is available to the HUD staff for review. HUD staff will review the submission and after all of the information is received, a confirmatory on-site conference will take place. At that time, a final decision will be made on closure of the issue.

<b>CORRECTIVE ACTION PLAN TIMELINE</b>			
<b><i>Management Area or Indicator</i></b>	<b><i>Submittal Date 9/17/07</i></b>	<b><i>Submittal Date 10/17/07</i></b>	<b><i>Submittal Date 11/17/07</i></b>
Governance			√
Organization and Staffing		√	
Finance			√
Procurement	√		
MIS	√		
Program Management		√	
Indicator 1 – Selection from the Waiting List		√	
Indicator 2 – Rent Reasonableness	√		
Indicator 3 – Determination of Adjusted Income			√
Indicator 4 – Utility Allowance Schedule	√		
Indicator 5 – HQS Quality Control Inspections	√		
Indicator 6 – HQS Enforcement			√
Indicator 7 – Expanding Housing Opportunities	√		
Indicator 8 – Payment Standards	√		
Indicator 9 – Annual Reexaminations			√
Indicator 10 – Correct Tenant Rent Calculations			√
Indicator 11 – Pre-contract Housing Quality Standards (HQS) Inspections	√		
Indicator 12 – Annual Housing Quality Standards Inspections			√
Indicator 13 – Lease-up			√
Indicator 14 – Family Self-Sufficiency (FSS)			√

Housing Authority - County of Los Angeles

November 8, 2007

To: Each Supervisor  
From: Carlos Jackson, Executive Director

**SUBJECT: HOUSING CHOICE VOUCHER PROGRAM (SECTION 8) TRAINING**

This is a follow-up to my October 17, 2007 Monthly Board Report on the Section 8 Program. In that report, I informed you that as part of the activities in the Corrective Action Plan (CAP) the Board of Commissioners of the Housing Authority are required to participate in a formal training course on the Section 8 program. **In addition, based on the CAP, the Housing Advisory Commissioners and Board deputies who are assigned to work with the Housing Authority are required to participate in this training.**

After a review of available formal training resources that could accommodate your business schedules, the Housing Authority recently executed a contract with Housing Telecommunications, Inc. (HTI) to provide this training through a web-based, self-paced program. The training is offered through the Internet and it can be accessed any time for your convenience. Furthermore, the focus of this training is the role and responsibilities of a Housing Authority Commissioner, which is required in the CAP as approved by your Board on August 21, 2007. **Our final CAP report, which will include information regarding the scheduled training, will be submitted by November 17, 2007. Hopefully, all of the training can be completed shortly thereafter.**

The Housing Authority will make all the arrangements for your participation and share them with your appropriate staff. A cursory review of the training is provided in the Attachment. The training, which consists of 12 classes, each for ½ hour, will focus on responsibilities of being a Commissioner. Some of the topics are general operations of a Public Housing Authority; working with residents and the executive rector; funding; HUD reviews and other issues facing Commissioners. An examination will be given after each class and participants will receive certification upon completion of all classes.

I will contact your staff to schedule a meeting to provide training materials and access instructions. HTI requires that I submit in advance the names of those participating in the training, and I intend to submit the names provided on Attachment B. Please identify others you wish to register for the training as soon as possible. Please call me if you have any questions.

CJ:ML  
Attachments

c: William T Fujioka, Chief Executive Officer  
Lari Sheehan, Deputy Chief Executive Officer  
Each Deputy  
Housing Advisory Commissioners



## Commissioner Development Certification

### About the certification

All classes in this 12-part seminar are 30 minutes each, and the entire certification is six hours long. Courses can be taken anywhere and at anytime – basically, 24/7! If you can not view an entire class, no problem. Just exit the class by closing the window: the system will then “book mark” the point where you left off, thus allowing you to continue any course later.

The cost for this certification is \$425 and you will receive:

- Access to all 12 classes
- Course binder (and all supporting materials)
- Online exam
- Presentation Certificate
- CEUs (Continuing Education Units)

(Certificates will be sent to you so be sure to complete all address information required when you register. Allow six weeks for delivery.)

### About the supporting materials

It is highly recommended that you have a 3 1/2 or 4-inch binder in which to place all 12 chapters of the CDC Supporting Materials or **Course Handout**. Be sure to include 12 tabs to organize the chapters. Print each **Course Handout**, which is usually a PDF file, before the start of every class, as the instructor may cross-reference prior course materials during a program.

(NOTE: In addition to the **Course Handout** for Part 1, there is also a **Cover Package** that should be printed as well. The Cover Package includes: (a) CDC Cover (to be placed in outside binder cover); (b) student Welcome Letter; (c) Table of Contents and; (d) Program Descriptions, which should be placed before the first tab.)

### About the CDC exam

Classes do not have to be watched in sequence, but you must watch every class in its entirety before you will have access to the online exam. You can take the exam only once: multiple times are not permitted. Once you hit SUBMIT, you can not reopen the exam or change your answers. You should try to answer all questions because incomplete answers will count toward your final score. There are 99 questions on the exam and the passing score is 70%.

### Objective of seminar

To assist new and existing Commissioners with the essential skills needed to be an effective advocate and leader.

### Who should attend

New and existing Commissioners

**Commissioner Development Certification**  
*Course Information & Descriptions (cont'd)*

<b>How to Access Commissioner Development Certification (CDC)</b>
---

1. Click on HTVN's Home Page at <http://htvn.maplelearn.com/site/HTVN/>
2. Select View Certifications from left menu.  
You will be prompted to sign-in.
  - o If you've *already set-up a student account*, simply input your e-mail and password.
  - o If you *don't have a student account*, you will need to create one by inputting your name, address, e-mail, etc. Assign yourself a unique password. You will use this e-mail address and password to login each time you want to access a HTVN online course.
3. You will see *Commissioner Development Certification (CDC)* listed.  
Under it are three boxes labeled: Open   Details   Supporting Materials
  - a. Click Open to pay for CDC. (Payment is required to access the certification, which is \$425 per student.)
  - b. Select **Purchase** and it will launch a *Select Payment* page.  
**To pay by credit card:**
    - o Select **Credit Card** and input all information.
    - o Click **Purchase** again. Credit card payments are processed automatically, and a *Confirmation Email* is sent immediately, **giving** you access to CDC.
  - c. Click Details for Course Descriptions.
  - d. Click Supporting Materials for CDC course materials. Materials are available to download once payment has been approved. You will need to have a 3<sup>1/2</sup> or 4-inch binder for all materials. Don't forget to print out the supporting material before each class.

## **Part 1 – 12 Course Descriptions**

### Part 1: General Operations of a PHA

*[Support Materials for CDC101: (1) Course Handout, (2) By-Laws and, (3) Cooperation Agreement]*

Part 1 looks at the general operations involved in public housing, HUD, and the state statutes that govern PHAs. The program analyzes the legal basis behind low-rent housing, by-laws and the cooperation agreement. Students learn about the members of a PHA including the Board, Executive Director and staff, along with the departments such as Finance, Section 8 and Public Housing. The instructor examines, in depth, samples of a PHA By-law and a Cooperation Agreement.

### Part 2: Working with Residents

*[Support Materials for CDC102: (1) Course Handout]*

In Part 2, participants learn what they will need to know as Commissioners and how best to serve the residents in the PHA. It explains what information Commissioners need about residents like income, criminal and credit history, and third-part verification. The course outlines what steps are involved in working with residents which includes admissions, continued occupancy, lease, as well as grievance, re-certifications, and policies.

### Part 3: Working with the ED

*[Support Materials for CDC103: (1) Course Handout]*

Part 3 explores how a Commissioner works with the Executive Director. It begins by explaining the Board's orientation and defining whether the Board's role is as a leader, critic or supporter. It continues by describing how to be a team leader, and ways to build a team and work effectively in one. The program also explains the role of the Board and what is considered good Board practice such as how to balance the responsibility of leading and delegating. Further, the course discusses what the Board monitors such as vacancies, modernization, Section 8 utilization, and resident programs. Part 3 concludes by explaining briefly how to develop policy.

### Part 4: Role of the ED & Board

*[Support Materials for CDC104: (1) Course Handout]*

Part 4 first defines the role of the Executive Director, which is to help the Board do their job. The program outlines the day-to-day responsibilities of the ED which includes implementing policy, preparing budgets, overseeing assets, and reporting results to the Board. *Rules and Chain-of-Command* are emphasized, and how to resolve any problems that arise starting first with the lowest level. The class then looks at meetings, the importance of cooperating with all members, working toward a consensus, and adhering to an agenda. Participants also learn the best way to evaluate the Executive Director, along with why the Board should also evaluate itself and each other.

**Commissioner Development Certification**  
*Course Information & Descriptions (cont'd)*

**Part 5: Funding & the Board's Policies**

***[Support Materials for CDC105: (1) Course Handout]***

Part 5 begins by examining the funding process which includes subsidy, rents, grants and project-based management. It emphasizes the importance of resident participation and funding. The program discusses policies such as Section 8 administration, lease and grievance, and personnel investments. It concludes by exploring annual plans and budget, and the Board's action in the performance review of the Executive Director.

**Part 6: Ethics & Board of Commissioners**

***[Support Materials for CDC106: (1) Course Handout, (2) ACC Guide and, (3) Ethics Reference Manual]***

Part 6 looks at HUD Forms 53012A and B of the ACC (*Annual Contributions Contract*) Guide. The instructor explains Form A, which includes the mission of HUD, Cooperation Agreement(s), operating budget, pooling of funds, insurance and employer requirements, and conflicts of interest. The program continues by examining Form B which involves "Debt Forgiveness Requirements," "Special Requirements for Turnkey III Homeownership," and "Special Interim Requirements for Development Projects." This class also discusses HUD's *Ethics Reference Manual* which explains conflicts of interest, "The Common Rule," tenant and project-based assistance, and *The Hatch Act*.

**Part 7: Procurement of Services**

***[Support Materials for CDC107: (1) Course Handout, (2) Instructions to Offerors (Non-Construction) and, (3) Procurement/Disposition Policy]***

Part 7 examines procurement policies in addition to small purchases, the RFP process and sealed bidding. It discusses how to award a contract and what is involved in sole source problems. Students learn how to use the *Instructions to Offerors* which includes preparation, submission, amendments, responsibilities, plus late submission and withdrawal of offers. The instructor also explains a sample *Procurement/Disposition Policy*, which contains procurement methods, competitive proposals, code of conduct, cost analysis and cancellation of solicitations.

**Part 8: Construction & Legal Services**

***[Support Materials for CDC108: (1) Course Handout; (2) Contract for Construction; (3) Hourly Wage Form; (4) Non-Construction Contract; (5) Representations, Certification & Other Statement of Bidders; (6) Contract for Legal Services; (7) General Conditions of the Contract; (8) Litigation Guide and; (9) Insurance Coverage Checklist]***

Part 8 first explores what's involved in the construction process, the people necessary in its success, important steps and contracts to consider. It looks at the meetings needed and with whom, and the ongoing discussions that are essential during and after the completion of the project(s). The instructor looks at HUD's *Contract for Construction*, conduct of work, plus construction and administrative requirements; *Certifications and Representations of Offerors* plus *Other Statement of Bidders*; and a sample *Contract for Legal Services*. The course will also explore part of HUD's *Litigation Manual* specifically, *Responsibility of HUD Assistance Recipients* which includes a Q&A section.



**Commissioner Development Certification**  
*Course Information & Descriptions (cont'd)*

**Part 9: Board Meetings**

***[Support Materials for CDC109: (1) Course Handout]***

Part 9 explains, in detail, Board meetings and how they are conducted. It looks at the reports that are usually presented at these meetings, the types of discussions to expect, and *Robert's Rule of Order*. Participants learn about the approval and voting of minutes, the importance of notifying the Executive Director of possible questions that may be asked, and who should be present from the agency's staff.

**Part 10: Avoiding Problems**

***[Support Materials for CDC110: (1) Course Handout and, (2) Commissioners Handbook]***

Part 10 explains how to avoid potential issues, and what is meant by "acts of majority = acts of the Board." It discusses ways to effectively work with the media, how to avoid "bad press" and improve the agency's image in the community. Students learn about potential reports they may receive as Commissioner, the importance of 'following the rules,' and actions on resolutions and policies. This course emphasizes why Commissioners should avoid politics, personnel matters, and being managers. It also discusses why they should avoid ambushing staff, and hiring or contracting services from personal friends. The *Commissioner Handbook* is reviewed starting with how Commissioners are appointed, their responsibilities, who selects the residents, and maintaining a notebook of various contacts and policies. It defines terms, documents required by the Board, managing and operating a PHA efficiently, plus FAQ by Commissioners. Contacts, websites and other resources are referenced in this course.

**Part 11: Other Issues Facing Commissioners**

***[Support Materials for CDC111: (1) Course Handout and, (2) Political Activity (The HATCH Act)]***

Part 11 provides an overview of the miscellaneous issues that confront Commissioners such as state ethics laws, and the *Freedom of Information Act*. It highlights where Commissioners can obtain potential training and seminars, HUD requirements, and how project-based management will impact the future of PHAs. This program discusses political activities and the *Hatch Act*, who is and who is not covered, permitted activities, and the *Office of Special Counsel*. The class also looks at *Title 5, United States Code*, "Get-Out-The-Vote" activities, and issues around partisan political activities by state and local employees. A *Dos and Don'ts* section for local housing agencies is also discussed.

**Part 12: Financial Issues & HUD Reviews**

***[Support Materials for CDC112: (1) Course Handout and, (2) Audits: Are They Worth the Cost?, (3) Procuring an Audit, (4) GAAP Flyers, (5) sample Request for Proposals, (6) sample Evaluation Factors & ED Letter and, (7) Avoiding Embezzlement]***

Part 12 helps participants understand what's involved in audits, and how to avoid fraud. It explains scores and ratings such as PHAS, SEMAP and RIM reviews. The class examines substandard government audits, procuring an audit, and GAAP Flyers. Students examine a sample RFP, evaluation factors for professional audit services, and a sample letter from an Executive Director. Resource material on *Avoiding Embezzlement of PHA Funds* is also included.

**Commissioner Development Certification**  
*Course Information & Descriptions (cont'd)*

**Biography of the Instructor**

**C. Michael ("Mickey") Mcinnish** has been an attorney since 1981 and has been representing housing authorities since 1988. He retired in 2006 as the Executive Director of the Montgomery Housing Authority and in 2003, he was awarded Executive Director of the Year by the State Housing Association. Currently, Mr. Mcinnish is working with housing authorities to stop losses resulting from the Harvard Cost Study implementation, and assisting larger authorities on converting to project-based accounting and asset management. (He has been a member of the Negotiated Rule-making Committee (Washington D.C.) along with 17 other PHA Directors chosen to help draft regulations to implement the Harvard Cost Study. ) In 1999, he was awarded the President's Award by the state president of AAHRA for work on the housing authority policy. He has done professional presentations for the State of Alabama Association of Housing and Redevelopment Authorities, PHADA, NAHRO, Housing and Development Law Institute, and many others. Mr. Mcinnish is a member of the Claims and Underwriting Committee for Housing Authority Insurance Group, SERC-/NAHRO Educational Committee, and PHADA Professional Development. He was also the past Chairman of the Education Committee for AAHRA, and a member of Montgomery Homeless Commission. Mr. Mcinnish earned his Bachelor degree from Auburn University, Masters from Southern Baptist Theological Seminary, and a Doctor of Juris Prudence from Jones Law Institute. He is a Certified Mediator and Arbitrator by the American Arbitration Association.



## **Attachment B**

### **Commissioner Development Certification Participant List**

Each Board Member (5)

Each Housing Advisory Commission Member (5)

Nicole Englund, Board Deputy, First District

Julia Orozco, Board Deputy, Second District

Ben Saltzman, Board Deputy, Third District

Rick Velasquez, Board Deputy, Fourth District

Paul Novak, Board Deputy, Fifth District

**Sheehan, Lari**

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**From:** Carlos Jackson [Carlos.Jackson@lacdc.org]  
**Sent:** Thursday, November 08, 2007 12:16 PM  
**To:** Englund, Nicole; Orozco, Julia; Saltsman, Ben; Velasquez, Rick; Novak, Paul; Sheehan, Lari  
**Subject:** HOUSING CHOICE VOUCHER (SECTION 8) TRAINING



HOUSI001.PDF  
(878 KB)

Please see the attached final document regarding training on the Housing Choice Voucher (Section 8) training. A hard copy has been sent to Each Supervisor and the CEO.

## Housing Authority - County of Los Angeles

December 18, 2007

To: Each Supervisor

From: Carlos Jackson, Executive Director

**SUBJECT: STATUS OF SECTION 8 PROGRAM**

As I had previously reported, the Section 8 Program was designated by the U.S. Department of Housing and Urban Development (HUD) as a Troubled program by the Section Eight Management Assessment Program (SEMAP) for FY 2005-2006. It is my pleasure to report that significant progress has been achieved in a short period towards re-establishing the Section 8 Program as a viable 'non-troubled' performer.

In addition, this memorandum will outline the areas of significant progress and the remaining issues and concerns that are pending, including the implementation of the HUD Corrective Action Plan (CAP) approved by your Board on August 21, 2007.

Since my initial report to your Board on February 17, 2007 that outlined the issues affecting the Section 8 Program, several noteworthy steps have been taken to eradicate those issues and re-establish HACoLA's Section 8 Program as an effective performer. These steps have culminated with the HUD designated Standard rating (subject to a HUD confirmatory), issued to HACoLA on October 25, 2007, as well as significant improvement in our SEMAP score to 90 points for FY 2006-07. We are striving to achieve a score of 113 points for FY 2007-08.

The following identifies the major improvements made over the past year.

- **Lease-up** - We are currently pacing at a 94% rate, and are optimistic that we will achieve our goal of a 95% lease up rate by the end of December 2007. Our lease-up rate increased 9% from FY 2005-06, which resulted in 4000+ new contracts. Our goal for FY 2007-08 is a 98% lease-up rate.
- **Annual Re-examinations and Inspections** - We have remained consistent in maintaining our percentage rate at the level to achieve the maximum points for the SEMAP review. As I previously reported, the delinquency rate for each category was high, 14% and 34% respectively, and our current rates are 1% and 2% respectively.

- **New Software Information System (YARDI)** - The agency procured and received your Board approval to purchase new software to serve the Housing Authority's two major programs- Section 8 and Public Housing. We are on schedule with the implementation of YARDI, with Section 8 going live, as planned, in April 2008.
- **Corrective Action Plan-** In previous reports, I informed the Board that the CAP would be completed by December 2007 and reporting to HUD would be done in three phases. We have completed and submitted three status reports; the only remaining item is the formal training required for your Board, the Housing Advisory Commission, and your senior staff that interacts with HACoLA on the Section 8 Program. As of this date, we are awaiting HUD's response to our submittals on September 17<sup>th</sup>, October 17<sup>th</sup>, and November 17<sup>th</sup>.
- **Socialserve.com-** HACoLA has implemented Socialserve.com, developed to assist our voucher holders in identifying available rental units. This effort resulted in the creation of a Los Angeles County housing web page (Housing.LACounty.Gov; linked directly with Socialserve.com). This effort was implemented to provide continued assistance with the rental and leasing process. From June 1, 2007 through November 2007, Socialserve.com assisted with 677,694 housing searches.
- **Staff Reorganization and Training** - Significant efforts were made to identify an organizational structure and new business processes to reflect the workflow demands of the program. The initial reorganization was made on November 1, 2006, with additional adjustments made in October 2007. Furthermore, certificated training programs for the Housing Choice Voucher Program and Housing Quality Standards have been provided to relevant staff to re-enforce and improve work quality.
- **Call Center** - A call center with a staff of 12 was implemented in October 2007. Its purpose is to improve our customer service by providing more timely responses to our clients' questions and concerns and enable them to speak to a live person immediately. Furthermore, its implementation was initiated to specifically address the concern of our response time in returning client calls. Our Call Center currently receives an average of 3,000 calls per week.

HACoLA's success is due to the commitment of staff, and the support of our efforts from the Board of Supervisors, their staff, and members of the Housing Advisory Commission.

Each Supervisor  
December 18, 2007  
Page Three

### **Remaining Issues and Concerns**

- **HUD Audits** – HACoLA is awaiting HUD's results of our tenant eligibility audit. We anticipate significant findings within this area for FY 2003-04. This may include amounts of unsupported costs that may be required to be repaid. However, it is important to note that only 52 files were audited and findings were relevant to only 25 of those files. Additionally, deficiencies that were reported to HACoLA regarding income calculations have been addressed and corrected. Beginning January 2007 HACoLA initiated a quality control process to address those deficiencies and provide the necessary training to appropriate staff.
- **Confirmatory Review** – HUD has informed HACoLA that their confirmatory review of our SEMAP and CAP submittal may not occur until February 2008.
- **OIG Joint Audit of City and County of Los Angeles**- The purpose of the joint audit pertains to potential conflicts of interests between the City and County of Los Angeles. HUD's review will determine whether Section 8 properties owned by authority employees are managed in accordance with HUD rules and regulations.
- The HUD technical advisor, the Nelrod Company, has issued a report to HUD on December 14, 2007 containing recommendations for further improvements in the administration of the Section 8 program. In a forthcoming memorandum, I will provide your Board with the report and a brief summary of their recommendations. In brief, their report was favorable and includes constructive recommendations to improve the management of this program. NelRod provided technical assistance within the following areas:
  - 1.) Determination of Adjusted Income Performance
  - 2.) Lease-up
  - 3.) SEMAP Documentation for FY 07-08
  - 4.) Effective YARDI Implementation
  - 5.) Annual Re-examinations
  - 6.) Enforcement of Housing Quality Standards (HQS)
  - 7.) HQS Annual Inspections

Each Supervisor  
December 18, 2007  
Page Four

### **Administrative Budget**

With the assistance of various management, consulting, technological, and financial resources, HACoLA has enhanced the capacity of the Assisted Housing Division's administration of the Section 8 program to fully comply with HUD requirements.

Planning for the FY 2008-09 is currently underway, however, with the need to maintain a high level of excellence in service and operations this creates a challenging financial scenario for our agency. Without additional revenue sources or a change in administrative funding calculations, the Assisted Housing Division may encounter difficulties in maintaining a high quality program. At this time, neither HUD nor Congress has proposed a change to provide adequate funding to Public Housing Authorities' earned administrative fees.


Given these circumstances, the Board of Commissioners may be called upon to support HACoLA in our work with County advocacy teams to develop legislation to revise the methodology used to calculate earned administrative fees.

CJ:LO:sm

c: Lari Sheehan, Chief Deputy Executive Officer  
Each Deputy  
Sachi A. Hamai, Executive Officer/Clerk of the Board of Supervisors  
Los Angeles County Housing Commissioners

**Housing Authority - County of Los Angeles**

February 19, 2008

To: Each Supervisor  
From: Carlos Jackson  Executive Director

**SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8  
HOUSING PROGRAM**

On March 13, 2007, your Board instructed me to report monthly on our progress to remove the Section 8 program from its Troubled status under the Section 8 Management Assessment Program (SEMAP). This report covers the period between January 18, 2008 and February 17, 2008, and provides information on the following:

- Lease-up
- Annual Re-examinations
- Inspections
- Corrective Action Plan
- The impact of Socialserve.com
- The impact of the Call Center
- HUD's OIG Audit Report
- The Confirmatory Review
- OIG Joint Audit of the City and County of Los Angeles
- YARDI update

**Lease-up**

As of February 1, 2008, our lease-up rate improved to 95.2%, representing a total of 19,760 assisted families throughout the County. Additionally, we are projecting to reach a lease-up rate of 98% by June 30, 2008. This projection is based on the total number of new contracts to be finalized and the number of individuals with vouchers searching for housing.

Due to this increase in lease-up, we have stopped processing applications effective January 22, 2008. This action is to avoid any over-leasing issues and/or negative financial impact to the program. Approximately 3,100 applicants were informed of this action in a letter dated January 22, 2008. The letter also informed them that their application will remain active and will be served based upon the order of receipt of their application.



Each Supervisor  
February 19, 2008  
Page Two

### **Annual Re-examinations and Inspections**

We continue to remain current in maintaining our percentage rate at the level to achieve the maximum points for the SEMAP review. As of February 1, 2008, our rates were 1% and 3% for annual re-examinations and inspections, respectively.

### **Corrective Action Plan**

The CAP was completed in December 2007. As I outlined in my February 6, 2008 memorandum to you, the only remaining item is the formal training required for your Board, the Housing Advisory Commission, and your senior staff that interacts with HACoLA on the Section 8 program. Six individuals have yet to complete the training. Additionally, HUD has closed fourteen items for the September 17<sup>th</sup> submittal; we are awaiting their response to the remainder of the items for the September 17<sup>th</sup> submittal, along with their response to the October 17<sup>th</sup> and November 17<sup>th</sup> submittals.

### **Socialserve.com**

Socialserve.com continues to play a crucial role connecting our voucher holders with our participating landlords. For a 28-day period between January 16 and February 13, 2008, Socialserve.com averaged 3,587 total listings; 2,519 participating landlords; and 111,675 housing searches.

### **Call Center**

Our Call Center is currently averaging approximately 3,600 calls per week, up from 3,000 calls per week during our last reporting period, with an actual total of 14,450 for the period between January 17, 2008 and February 15, 2008. For your information, the average wait time for the stated period was 1 minute, 56 seconds.

### **HUD OIG Audit**

The HUD OIG report was published on HUD's website on February 12, 2008. It includes our response to their findings, along with the results of the Nelrod Company's sixteen-week, on-site review.

### **Confirmatory Review**

HUD has informed HACoLA that their confirmatory review of our SEMAP certification for the fiscal year ending 2006-07, submitted on August 6, 2007, may not occur until March 2008.



Each Supervisor  
February 19, 2008  
Page Three

**OIG Joint Audit of the City and County of Los Angeles**

Limited progress has been made due to the dual nature of this audit, which is examining potential conflicts of interest between the City and County of Los Angeles. HUD's review will determine whether Section 8 properties owned by Authority employees are managed in accordance with HUD rules and regulations. Currently, OIG is working with HACLA and will contact us when they are prepared to proceed with HACoLA.

**YARDI Status**

We have remained on schedule with the implementation of YARDI. Although our original plan was to go live on April 1<sup>st</sup>, I have elected to delay by one month to ensure that staff have received extensive and comprehensive training on the YARDI system. This should allow staff to become more familiar with the YARDI system and minimize future data errors. Also, the extended training will ensure a smooth transition.

Please feel free to contact me if you have questions or need additional information.

CJ:LO:sm

c: William T Fujioka, Chief Executive Officer  
Lari Sheehan, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk of the Board of Supervisors  
Each Deputy  
Los Angeles County Housing Commissioners

**Housing Authority - County of Los Angeles**

March 21, 2008

TO: Each Supervisor   
FROM: Carlos Jackson, Executive Director

**SUBJECT: ADDENDUM TO THE MARCH 17, 2008 MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM**

On March 13, 2007, your Board instructed me to report monthly on our progress to remove the Section 8 program from its Troubled status under Section 8 Management Assessment Program (SEMAP). This addendum reflects information received after the submittal date for our March progress report.

**Corrective Action Plan (CAP)**

HUD has reported in a letter (attached) received on March 19, 2008, that all pending items for the Corrective Action Plan (CAP) have been satisfactorily closed, with the exception of:

- Completion of the Housing Choice Voucher (HCV) training by the Board of Commissioners;
- Complete conversion to the YARDI software system.

**Confirmatory Review**

The letter also indicates a SEMAP score of 62 for FY 2006-2007. The score as stated is in percentage; therefore, our score was 90 out of a maximum of 145 points. This number is what we had previously reported to the Board.

We anticipate that the on-site confirmatory review of our SEMAP score for FY 2006-2007 will take place in the immediate future.

**YARDI Software System Implementation**

As HACoLA nears the final stage of the transition to the new software system, which is anticipated to go live on May 1, program operations will be impacted due to training and testing schedules. All staff will be required to attend a one-week comprehensive training during a 5-week rotation beginning on March 31. HACoLA's application processing and inquiry response time will temporarily increase during this period.

Each Supervisor  
March 21, 2008  
Page 2

Additionally, from April 24 through April 30, HACoLA staff will have limited "read only" access to participant records while data is being converted to the new YARDI system.

Please contact me should you have any questions or need additional information.

CJ:LO:dt

Attachment

c: William T Fujioka, Chief Executive Officer  
Lari Sheehan, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk of the Board of Supervisors  
Each Deputy  
Los Angeles County Housing Commissioners

**Housing Authority - County of Los Angeles**

April 9, 2008

To: Each Supervisor

From: Carlos Jackson, Executive Director

**SUBJECT: SECTION 8 CORRECTIVE ACTION PLAN**

The purpose of this memorandum is to provide you with the current status on the Housing Authority's Corrective Action Plan for FY 2005-2006.

On August 21, 2007, the Corrective Action Plan (CAP) was executed by your Board, which required training for all Housing Authority Board of Commissioners. In November 2007, the online training was established for all individuals. The Housing Authority has continued to update you on the status of this item on a monthly basis. As of today, the Housing Authority is unable to bring closure to this item due to the following officials that have not completed the training:

Supervisor Don Knabe  
Phillip Dauk, Housing Commissioner  
Supervisor Michael Antonovich  
Paul Novak, Planning Deputy, 5<sup>th</sup> District

On March 11, 2008, the Housing Authority received attached letter from HUD requesting closure for this item. It is imperative that closure be brought to this item immediately.

CJ: DA

c: William T Fujioka, Chief Executive Officer  
Lari Sheehan, Deputy Chief Executive Officer



U.S. Department of Housing and Urban Development  
Office of the Public Housing Director  
Los Angeles Field Office, Region IX  
611 W. 6<sup>th</sup> Street, Suite 1040  
Los Angeles, CA 90017

MAR 11 2008

Mr. Carlos Jackson  
Executive Director  
Housing Authority of the  
County of Los Angeles  
12131 Telegraph Road  
Santa Fe Springs, CA 90670

Dear Mr. Jackson:

Please see attached the Housing Authority of the County of Los Angeles' Fiscal Year SEMAP Corrective Action Plan, which reflects all items closed. We appreciate your cooperation and diligence during this process.

While we agreed to close your CAP, there are two issues that require additional information to be submitted to my office. Thus, please continue to provide monthly updates for the Commissioners Development Training until all participants complete the assigned training. Also, provide monthly progress reports on the conversion to your new system, Yardi Voyager, until the transition is complete.

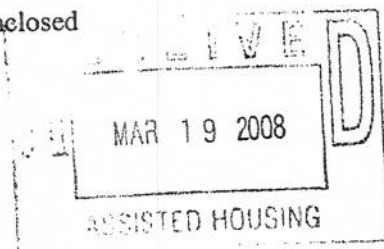
As you know, your agency's Fiscal Year 2007 SEMAP score is 62. Thus, in accordance with 24 CFR 985.101, to remove your agency from troubled status, we will conduct a SEMAP Confirmatory Review. Another letter will be issued providing you with the date of that review.

If you have any questions, please contact Theodore W. Skonos, Public Housing Revitalization Specialist, at (213) 534-2614.

Sincerely,

K. J. Brockington  
Director  
Office of Public Housing

Enclosed



## **Housing Authority - County of Los Angeles**

May 16, 2008

To: Each Supervisor

From: Carlos Jackson, Executive Director

**SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM**

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On March 13, 2007, your Board instructed me to report monthly on our progress to remove the Section 8 program from its Troubled status under Section 8 Management Assessment Program (SEMAP). This report covers the period between April 17, 2008 and May 14, 2008, and provides information on the following:

- Current SEMAP status
- Lease-up
- Annual Re-Examinations
- Inspections
- Corrective Action Plan
- Socialserve.com
- Call Center
- The HUD OIG Audit Report
- The Confirmatory Review
- YARDI Status Update

### **Current SEMAP Status**

Based on the lease-up, annual re-examinations, and inspections progress listed below, we anticipate a score of 120 points, standard rating, for FY 2008. This is an improvement from 90 points, standard rating, earned for FY 2007.

### **Lease-up**

As of May 1, 2008, our lease-up rate was 96.1%, representing a total of 19,994 assisted families throughout the County. HACoLA has begun processing applications that were placed on hold in January to avoid negative financial repercussions, and will begin pulling names from our waiting list on July 1, 2008 to reach a lease-up rate as close to 100% as possible, with the goal of securing increased funding for 2009.

### **Annual Re-examinations and Inspections**

We are currently at a 0% delinquency rate for our annual re-examinations, and at a 2% delinquency rate for our inspections.

### **Corrective Action Plan**

As previously reported to you on March 21, 2008, the Los Angeles area HUD office cannot issue a formal response on the Corrective Action Plan until all Board members have completed their training. To date, two members are pending completion of the training.

Each Supervisor  
May 16, 2008  
Page Two

**Socialserve.com**

Socialserve.com continues to increase the participation of both tenants and landlords. For a 28-day period between April 16 and May 14, 2008, Socialserve.com averaged 4,628 total listings, 3,186 participating landlords, and 118,803 housing searches.

**Call Center**

Our Call Center has also shown an increase in participation, averaging approximately 4,389 calls per week (a 4% increase over last month), with an actual total of 17,555 for the period between April 16, 2008 and May 14, 2008. For your information, the average wait time for the stated period was 1 minute, 48 seconds.

**The HUD OIG Audit**

We submitted our formal response to the HUD OIG audit on March 22. We are awaiting their response, which must be completed by June 8, 2008.

A candidate has been selected for the Division Director position after a national recruitment process. Our current Acting Director, Margarita Lares, has been selected to serve as the new Director for the Assisted Housing Division.

**Confirmatory Review**

HACoLA is waiting for HUD to schedule a closing date for the confirmatory review of our SEMAP certification for fiscal year ending 06-07.

**YARDI Status**

On March 24, 2008, I approved a recommendation made by the YARDI project management team to extend the YARDI "go-live" date to July 1, 2008. We remain on track for the deadline.

Please contact me if you have any questions or need additional information.

c: William T Fujioka, Chief Executive Officer  
Lari Sheehan, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk of the Board of Supervisors  
Los Angeles County Housing Commissioners  
Each Deputy

**Housing Authority - County of Los Angeles**

June 17, 2008

To: Each Supervisor

From: Carlos Jackson, Executive Director



**SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM**

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On March 13, 2007, your Board instructed me to report monthly on our progress to remove the Section 8 program from its Troubled status under Section 8 Management Assessment Program (SEMAP). This report covers the period between May 15, 2008 and June 13, 2008, and provides information on the following:

- HUD Audit Update
- Lease-up
- Annual Re-Examinations
- Inspections
- Corrective Action Plan
- Socialserve.com
- Call Center
- The Confirmatory Review
- YARDI Status Update

**HUD OIG Audit Update**

We finally received a response to our March 22<sup>nd</sup> reply to the HUD Audit. Their June 13<sup>th</sup> letter is attached. The letter focuses primarily on administrative items we have addressed and HUD is asking for further documentation by September 30, 2008.

However, as noted in the letter, no decision has been made on the major items: repayment of \$3.6 million; replacement of the Executive Director; and future withholding of administrative funds. We do not know when a decision will be made regarding these recommendations.

To further support bringing a final resolution to this Audit, we have retained the services of Gregg Fortner to consult on Housing Authority issues pertaining to Public Housing and Section 8. He has considerable professional Housing Authority experience. In the recent past, Mr. Fortner served for 7 years as Executive Director of the City of San Francisco Housing Authority.



Each Supervisor  
June 17, 2008  
Page Two

Prior to the San Francisco appointment, he was the Executive Director of the Sacramento Housing Authority for 3 years. His professional background includes management experience with the Community Development Commission and the City of Los Angeles Housing Authority.

HUD has informed HACoLA in a letter dated May 22, 2008 that there will be a change in servicing of HACoLA's Section 8 Program and our SEMAP Confirmatory Review. The Cleveland, Ohio HUD office will now perform all servicing for our program.

#### **Lease-up**

As of June 1, 2008, our lease-up rate was 96.9%, representing a total of 20,106 assisted families throughout the County. We expect to earn the maximum SEMAP score of 20 points for this indicator. In addition, HACoLA has begun processing applications that were placed on hold in January and will begin pulling names from our waiting list on July 15, 2008 (a corrected date).

#### **Annual Re-examinations and Inspections**

We remain constant at a 0% delinquency rate for our annual re-examinations, and at a 2% delinquency rate for our inspections. This qualifies HACoLA for the maximum points under SEMAP, keeping us in line to reach our projection of 120 points (a standard rating) for FY 2008, 30 points above the FY 2007 level.

#### **Corrective Action Plan**

To date, a member of the Board and a Housing Advisory Commissioner have not completed the training as required by the Corrective Action Plan (CAP). As I previously reported, HUD has closed all other items of the CAP.

#### **SocialServe.com**

SocialServe.com continues to increase the participation of both tenants and landlords. For a 28-day period between May 15 and June 12, 2008, SocialServe.com averaged 4,932 total listings (a 7% increase over May), 3,376 participating landlords (a 6% Increase), and 123,433 housing searches (a 4% increase).

#### **Call Center**

Our Call Center continues to increase in participation, averaging approximately 4,889 calls per week (a 10% increase over last month), with an actual total of 19,556 for the period between May 15, 2008 and June 12, 2008. For your information, the average wait time for the stated period was 1 minute, 41 seconds.

Each Supervisor  
June 17, 2008  
Page Three

**HUD's On-Site Confirmatory Review**

As you were previously notified by e-mail (attached), HACoLA's confirmatory review of our SEMAP certification for fiscal year ending 06-07 began this week.

**YARDI Status**

HACoLA remains on track for the July 1, 2008 implementation deadline. A rotational training schedule for staff began June 1, and will continue through the end of the month.

Please contact me if you have any questions or need additional information.

CJ:LO:dt  
Attachments

c: Lari Sheehan, Chief Deputy Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors  
Each Deputy



U.S. Department of Housing and Urban Development  
Office of the Public Housing Director  
Los Angeles Field Office, Region IX  
611 W. 6<sup>th</sup> Street, Suite 1040  
Los Angeles, CA 90017

JUN 13 2008

Carlos Jackson  
Executive Director  
Housing Authority of the  
County of Los Angeles  
12131 Telegraph Road  
Santa Fe Springs, CA 90670

Dear Mr. Jackson:

SUBJECT: Office of Inspector General for Audit  
Audit Report No. 2008-LA-1007: The Housing Authority of the County of Los Angeles Section 8 Housing Choice Voucher Program

On February 8, 2008 the Office of Inspector General for Audit issued the subject audit report to the Housing Authority of the County of Los Angeles (HACoLA). The audit report contains one finding that is detailed below.

**Finding One: The Authority Did Not Perform Annual Reexaminations in Accordance with HUD Rules and Regulations.**

**Recommendations**

- 1A. Direct the Authority to reimburse its program \$33,464 from nonfederal funds for the overpayment of housing assistance.

Your response was sent and approved by the OIG, thus this recommendation is formally closed.

- 1B. Direct the Authority to reimburse the appropriate tenants \$2,838 from program funds for the underpayment of housing assistance.

Your response was sent and approved by the OIG, thus this recommendation is formally closed.

- 1C. Direct the Authority to provide adequate support for the housing assistance payments disbursed or reimburse the program \$5,860 from nonfederal funds for the unsupported costs cited in this report (see appendix C).

Your response was sent and approved by the OIG, thus this recommendation is formally closed.

Initial: \_\_\_\_\_

- 1D. Review a sample of the 4,710 delinquent annual reexaminations and determine whether they were completed accurately and the housing assistance payments were adjusted as necessary.

**HACoLA Response:**

HACoLA performed quality control reviews on approximately 9% of those reexaminations. They were completed accurately and the housing assistance payments were adjusted as necessary.

**PIH Response:**

HUD will conduct a sample review of the 4710 delinquent annual reexaminations to ensure the problems identified in the audit were properly addressed.

**Requested Target Date: September 30, 2008**

- 1E. Direct the Authority to perform the prior annual reexaminations to make them current on the 13 tenants missing annual reexaminations, ensuring that the correct annual reexamination due dates are used (see appendix C) in accordance with the Authority's policies and HUD requirements, and make revisions to the housing assistance payments when necessary.

**HACoLA Response:**

HACoLA has completed annual reexaminations for all thirteen files.

**PIH Response:**

Although recent annual reexaminations were performed on the 13 tenants identified above, PIH found that prior annual reexaminations had not been conducted. Please provide supporting documentation (50058's) for the missing reexams, whereby the tenants' annual recertification's were not conducted.

**Requested Target Date: September 30, 2008**

- 1F. Direct the Authority to correct the annual reexamination dates for the 18 tenants for whom the Authority improperly changed annual reexamination dates (see appendix C) so that they comply with Authority policies and HUD requirements and make revisions to the housing assistance payments when necessary.

**HACoLA Response:**

The reexaminations for the 18 tenants in question have been reviewed.

**PIH Response:**

Please provide supporting documentation that the reexaminations for the 18 tenants in question were performed in accordance with the tenant's annual reexamination due dates.

**Requested Target Date: September 30, 2008**

RECEIVED

Initial: \_\_\_\_\_

- 1G. Direct the Authority to only change the tenants' annual reexamination due dates in accordance with its monitoring and administrative policies and HUD regulations.

**HACoLA Response:**

HACoLA has developed a policy to allow for changes in the annual reexamination dates as necessary and in accordance with HUD requirements. The policy will be considered at the March 25, 2008, Board of Supervisors meeting. Upon approval, the policy will be effective on July 1, 2008.

**PIH Response:**

The annual reexamination dates should not be changed from the move in anniversary date unless there are special circumstances. Upon adoption of the revised policy, please submit a copy along with the Board Resolution to LAOPH.

**Requested Target Date: September 30, 2008**

- 1H. Require the Authority to add policies and procedures to its administrative plan and include examples to ensure that it is comprehensive enough for staff to use in performing their duties and update the plan throughout the year to incorporate changes or clarification in guidance.

**HACoLA Response:**

HACoLA is developing Standard Operating Procedures (SOPs) for all processes and functions. We have completed and incorporated step-by-step work flows into the new YARDI system, which we anticipate to go live on May 1, 2008. The work flows have also been incorporated into our training program and will be available for immediate download as operational memoranda on our intranet system effective July 1, 2008. HACoLA will continue to outline new policies and procedures in memorandum form, when necessary, and will place them on the intranet for access by all HACoLA employees.

**PIH Response:**

PIH recommends that the SOPs and the Administrative Plan reference one another, making the SOPs extensions of the Administrative Plan. PIH also recommends that HACoLA incorporate a methodology for updating the Administrative Plan and the SOPs, as necessary to ensure employees are provided the most current Section 8 requirements. Upon completion of the SOPs and the Administrative Plan, please submit a copy along with the examples to LAOPH.

**Requested Target Date: September 30, 2008**

- 1I. Require the Authority to implement a comprehensive training program for staff and management on its Housing Choice Voucher program, including HUD's

Public Housing Information Center system, to ensure that the information is accurate before submission.

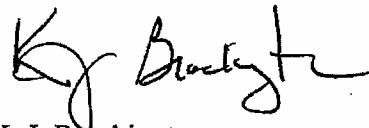
Your response was sent and approved by the OIG, thus this recommendation is formally closed.

**For recommendations 1J, 1K, 1L, and 1M, further instructions will be forthcoming.**

Please respond to the recommendations on or before September 30, 2008. Your response should detail what actions the Housing Authority of the County of Los Angeles will take to address the finding and each recommendation.

Should you have questions regarding the open recommendations, please contact Carolyn Cain, Supervisor, Recovery and Prevention Corps, at (216) 522-4300 Ext. 7938, since she is the Team Leader and your new HUD Servicing Representative.

Sincerely,

A handwritten signature in black ink, appearing to read "K. J. Brockington". The signature is stylized with a large "K" and a cursive "J".

K. J. Brockington  
Director  
Office of Public Housing

cc: Board of Commissioners

RECEIVED

Initial

*To : Board Deputies*

---

**From:** Bobbette Glover  
**Sent:** Thursday, May 29, 2008 3:23 PM  
**Subject:** Section 8 Confirmatory Review by HUD

As you know, we've been awaiting HUD's review of our 2006 Section 8 Management Assessment Program (SEMAP) scores. Their procedure calls for an on-site review to confirm that we have met the criteria to be designated as a "standard" performer.

We received notice last week that this review will be conducted by HUD's Recovery & Prevention Corp (RPC) out of Cleveland. The L A Office is severely understaffed, and they've not been able to do the confirmatory review as required. The RPC is a branch of HUD that can be called in to either assess/evaluate troubled housing authorities and HUD Programs or to conduct confirmatory reviews.

The SEMAP confirmatory review will begin the week of June 16<sup>th</sup> with RCP staff on site for three days.

The RCP staff will also review our accomplishments under the Corrective Action Plan. As you may recall, the only outstanding CAP items are:

- Implementation of the new Yardi software – We are pleased to report that during the month of June, staff will be trained on the new system in order to be ready for implementation scheduled for July 1<sup>st</sup>.
- Online Section 8 training – To date, all have completed the required training except one Supervisor and one Housing Commissioner.

We hope that the RCP's will be able to complete their review during the 3-day visit. If not, they will return in July. Within 60 days of the completion of their work, they will issue a final determination on our status.

If you have any questions, please give me a call.

Bobbette

**Housing Authority - County of Los Angeles**

July 17, 2008

To: Each Supervisor

From: William K. Huang, Acting Executive Director



**SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM**

On March 13, 2007, your Board instructed the Housing Authority to report monthly on the progress to remove the Section 8 program from its Troubled status under Section 8 Management Assessment Program (SEMAP). On June 17, 2008, your Board directed the Housing Authority to report on progress made in obtaining HUD VASH (Veterans Affairs Supportive Housing Program) vouchers.

This report covers activities for the period between June 14, 2008 and July 16, 2008, and provides information on the following:

- Lease-up
- Annual Re-Examinations
- Inspections
- Corrective Action Plan
- The HUD OIG Audit Report
- New HUD OIG Audit on Financial Systems
- The Confirmatory Review for FY 2006-2007
- YARDI System Update
- Socialserve.com, Los Angeles Housing Resource Center
- Call Center
- HUD - VASH Vouchers

**Lease-up, Annual Re-examinations and Inspections**

Current data is not available due to technical problems with HUD's data reporting system, Public & Indian Information Center (PIC), which is used to obtain SEMAP performance status. However, previously available information indicates our lease-up rate is 97%, representing a total of 20,130 assisted families throughout the County; a 0% delinquency rate for our annual re-examinations; and a 2% delinquency rate for our inspections for fiscal year ending June 30, 2008. These percentages are based on activity recorded on the PIC system of completed work submitted by the Housing Authority and not the timely completion of this work. Future reports to you will include the status of timely completed work. We are in the process of reevaluating the report to ensure that it meets the needs of the Board and fulfills the intent of the initial Board order.



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### **Corrective Action Plan**

To date, one member of the Housing Advisory Board is pending completion of the training as required by the Corrective Action Plan (CAP). As had been previously reported, HUD has closed all other items of the CAP.

### **HUD OIG Audit on Tenant Eligibility and Annual Reexaminations**

As previously reported, we submitted our formal response to the HUD OIG audit on March 22. We received a response from local HUD Director, K.J. Brockington on June 16, 2008. Ms. Brockington did not address the \$3.6 million reimbursement, the future withholding of administrative payments, and personnel directives in her response. I will be submitting to the Board a comprehensive review of her letter in the immediate future. In the interim, I have asked Gregg Fortner, our Housing Authority consulting Assistant Executive Director, to meet with Milan Ozdinec, Deputy Assistant Secretary for Public Housing and Voucher Programs, on July 18 to initiate discussion on how to bring successful resolution to these issues.

### **HUD OIG Financial Audit**

As previously reported, HUD has recommended an audit of our financial systems. This is a new audit to be conducted by OIG. An entrance conference was held with OIG personnel on July 10, 2008 to review the scope of work. The objective is to determine whether Section 8 funds were spent in accordance with HUD rules and regulations. The initial work, to be conducted over a 60-day period, will consist of surveying our financial records. If any discrepancies are noted, a recommendation may be made for a comprehensive audit.

### **HUD's On-Site Confirmatory Review for FY 2007**

HUD's onsite confirmatory review of our SEMAP certification for fiscal year ending 06-07 took place the week of June 16, 2008. The review team will return the week of July 28, to complete the review. However, we anticipate receiving a preliminary report shortly on the work that has been reviewed thus far which will likely result in a reduction of SEMAP points for specific indicators, that will likely result in a Troubled status rating. However, it is important to note that we have completed fiscal year 07-08 and believe our SEMAP score has improved enough to achieve a Standard status rating. HUD has not yet scheduled the onsite confirmatory review for FY 07-08.

### **YARDI Status**

Implementation was completed on July 1, 2008. An independent review of the conversion to the new system and related processes is taking place at this time. I will report the outcome on my next report to you.

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**Socialserve.com, Los Angeles Housing Resource Center**

For a 28-day period between June 13 and July 11, 2008, Socialserve.com averaged 5,343 total listings (an 8% increase), 3,610 participating landlords (a 7% Increase), and 127,798 housing searches (a 4% increase).

**Call Center**

Our Call Center is receiving an average of 5,044 calls per week (a 3% increase over last month), with an actual total of 20,175 for the period between June 13, 2008 and July 11, 2008. The increase in calls is primarily due to lease-up activity.

**HUD-VASH Vouchers**

We are working with the City of Long Beach and the Housing Authority of the City of Los Angeles (HACLA), who received 70 and 840 vouchers, respectively.

To date, HACLA has hired 6 new staff responsible for the administration of the HUD-VASH vouchers and is waiting for the Veterans Administration to hire case managers to completely roll out the program. HACLA currently has 11 referrals from the Veterans Administration Hospital in the City of Los Angeles. Los Angeles County residents are eligible for the VASH voucher under the current portability rules.

Additionally, the following activities have taken place:

- 1) Lois Starr, Acting Director of Housing Development and Preservation (HD&P), met with the Veterans Affairs Director in July 2008;
- 2) HACoLA held a VASH vouchers strategy session on 7/10/08;
- 3) HACoLA staff has contacted both HACLA and the City of Long Beach Housing Authority to learn the status of their VASH voucher allocation; both agencies are operating their programs in the same manner;
- 4) HACoLA staff from the Assisted Housing Division (AHD) and the Special Needs Housing Unit (SNHU) attended HACLA's VASH stakeholder meeting on 7/15/08;
- 5) Lois Starr, Flora Gil Krisiloff, Homeless Deputy for the Third District, and I met with William Daniels, Director of the Brentwood Veterans Administration in May 2008;
- 6) HACoLA and the CDC will schedule a meeting with HACLA and the City of Long Beach Housing Authority in the near future to assure that veterans currently residing in L.A. County will have access to the vouchers and to establish protocols for communication between the agencies;

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- 7) A regional Housing Authorities meeting with local HUD Director K.J. Brockington, is tentatively scheduled for late July; the issue of additional agencies accessing VASH vouchers will be discussed at this meeting.

Please contact me should you have any questions or need additional information.

c: Lari Sheehan, Chief Deputy Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors  
Each Deputy

## **Housing Authority - County of Los Angeles**

August 18, 2008

TO: Each Supervisor

FROM: William Huang, Acting Executive Director



**SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM**

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On March 13, 2007 your Board instructed the Housing Authority to report monthly on the progress to remove the Section 8 program from its Troubled status under Section 8 Management Assessment Program (SEMAP). On June 17, 2008 your Board directed the Housing Authority to report on progress made in obtaining HUD VASH (Veterans Affairs Supportive Housing Program) vouchers.

This report covers activities for the period between July 15, 2008 and August 12, 2008, and provides information on the following:

- Lease-up
- Annual Re-Examinations
- Inspections
- Corrective Action Plan
- The HUD OIG Audit Report
- HUD OIG Audit on Financial Systems
- The Confirmatory Review for FY 2006-2007
- YARDI System Update
- Los Angeles Housing Resource Center
- Call Center
- HUD - VASH Vouchers

### **Lease-up, Annual Re-examinations and Inspections –**

Our voucher allocation has increased to 20,876, an increase of 129 vouchers for HACoLA. As of July 31, 2008, our lease-up rate is 96.3%, representing a total of 20,106 assisted families throughout the County. We are maintaining a 2% delinquency rate for our inspections, and are at a 1% delinquency rate for our annual re-examinations.

HACoLA's data is pulled from HUD's data reporting system, the Public and Indian Housing Information Center (PIC), which is used to obtain SEMAP performance status.

### **Corrective Action Plan –**

To date, one member of the Housing Advisory Board is pending completion of the training as required by the Corrective Action Plan (CAP). As I previously reported, HUD has closed all other items of the CAP.

**HUD OIG Audit on Tenant Eligibility and Annual Reexaminations–**

HUD staff will be at HACoLA the week of September 8, 2008 to conduct a confirmatory review of our responses to the initial audit. I will provide a status report when their formal response is submitted.

**HUD OIG Financial Audit**

The on-site audit is still in progress. I will report to your Board if and when any recommendations are made.

**HUD's On-Site Confirmatory Review for FY 2007 –**

The follow-up to the on-site confirmatory review for FY 2007 took place the week of July 28, 2008. The results of the review are pending and will be provided to your Board upon receipt.

As previously reported, we anticipate a reduction of SEMAP points for specific indicators, which may result in a Troubled status rating. However, we have completed FY 2008 and believe our SEMAP score has improved enough to achieve a Standard rating. The on-site confirmatory review for FY 2008 has not been scheduled.

**YARDI Status-**

The YARDI system has been in place since July 1, 2008; HAP payments have been released using the new system.

The independent review of YARDI is still in progress, but is expected to be completed by the end of September 2008.

**Los Angeles Housing Resource Center (formerly Socialserve.com)-**

For a 28-day period between July 17 and August 14, 2008, the Los Angeles Housing Resource Center averaged 5,614 total listings (a 5% increase over last month), 3,772 participating landlords (a 4% increase over last month), and 148,173 housing searches (a 15% increase over last month).

**Call Center –**

Our Call Center received an average of 4017 calls per week, with an actual total of 16,067 calls for the period between July 14, 2008 and August 11, 2008.

Although there was a slight decrease in the total number of calls versus July 2008, there was an increase in the average hold time. This was primarily due to an increased lease-up effort resulting in longer calls (i.e., constituents asking more in-depth questions).

**HUD-VASH Vouchers –**

We are continuing to work with the City of Long Beach and the Housing Authority of the City of Los Angeles (HACLA), who received 70 and 840 vouchers, respectively.

The following activities update the previous report(s):

1. HD&P Special Needs Unit Staff spoke with HACLA staff about the possibility of collaborating with The County Department of Military Veterans Affairs (DMVA) as a way to increase the utilization of the VASH Vouchers in the County;
2. HD&P Special Needs Housing Unit staff has scheduled a meeting with HACLA and DMVA for Wednesday, September 3rd at 10 a.m. at the Community Development Commission;
3. HACLA will invite the VASH voucher representative from the Dept. of Veterans Affairs to the meeting to facilitate the following:
  - a. Introduction of the DMVA so that they can be a point of contact and referral source for this program;
  - b. Establishment of a method for HACLA to facilitate the referral process between the VA and HACLA.

Please contact me should you have any questions or need additional information.

C: Lari Sheehan, Chief Deputy Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors  
Each Deputy

**Housing Authority - County of Los Angeles**

April 21, 2009

To: Each Supervisor

From: Cordé D. Carrillo, Acting Executive Director



**SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM  
PERIOD OF MARCH 18, 2009 – APRIL 17, 2009**

**Board Directives**

On March 13, 2007, your Board instructed the Housing Authority of the County of Los Angeles (HACoLA) to submit monthly progress reports to remove the Section 8 Housing Choice Voucher Program from its troubled status under the Section 8 Management Assessment Program (SEMAP). In addition, HUD requested monthly reports to the Board on the Family Self Sufficiency (FSS) Program in reference to our Corrective Action Plan (CAP) for FY 2006-07. On June 17, 2008, your Board requested progress reports in obtaining Veteran Affairs Supportive Housing (VASH) Program vouchers. Most recently, on April 7, 2009, your Board instructed HACoLA to submit monthly reports on the status of delinquent reexaminations.

**Troubled Status**

As a result of HACoLA's achievement of a "Standard" performer rating for Fiscal Year 2007-2008 and your Board's approval of the \$1 million repayment agreement with HUD, one item remains outstanding to remove the Section 8 Program from its troubled status. HACoLA has submitted the remaining strategies in the CAP for FYE 2007 and is awaiting HUD approval to close out this matter.

**Reexaminations**

HACoLA is reporting data on reexaminations, its most troubled SEMAP indicator, identified in Fiscal Year 2005 – 06 from two systems: 1) HUD's data reporting system, known as the Public and Indian Housing Information Center (PIC) which monitors delinquencies based on a 14-month cycle; and, 2) HACoLA's internal Yardi software system which monitors delinquencies based on a 12-month cycle.

As of March 31, 2009, PIC reflects 1,358 delinquent reexaminations out of 18,589 contracts in the system (7%). Yardi reflects 2,383 delinquent reexaminations out of 13,884 reexaminations (17%). In addition to a 14-month versus a 12-month comparison, the PIC system reflects the total number vouchers under contract, whereas, Yardi reflects the number of reexaminations due at this point in time.

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As of April 9, 2009, Yardi indicates that the Division needs to complete 6,603 reexaminations out of 19,315 by June 30, 2009 for April, May and June 2009. The number of pending reexaminations to be completed is an estimate due to participants being terminated from the program, vouchers porting in and out to other housing authorities, participants in the process of moving from one unit to another, and completed reexaminations during each reporting period.

As instructed by your Board on April 7, 2009, HACoLA will initially provide a monthly status report to eliminate the annual reexamination backlog under separate cover to allow us to develop a comprehensive reporting format. This report will provide the number of reexaminations completed by HACoLA staff and McKay Management Services separately to evaluate individual accomplishments. This report will then be incorporated into the May monthly progress report.

#### **OIG Audit on Tenant Eligibility and Annual Reexaminations FY 2005 and 2006**

HUD had reported that all recommendations related to this audit finding have been satisfactorily closed except for recommendation 1M, repayment of \$1 million. On April 7, 2009, your Board approved the \$1 million three-year repayment agreement and an enabling resolution. The first payment will be issued by April 30, 2009. This Board action was necessary to remove the Section 8 program from "Troubled" status.

#### **HUD OIG Financial Audit for Fiscal Years 2005 and 2006**

An OIG financial review began in July 2008, and an audit began in January 2009, of Fiscal Years 2005 and 2006. An exit conference was conducted on January 28, 2009. The OIG audit included a complete financial assessment of our agency. One finding was identified regarding cost allocations to the CDC Divisions. The current methodology was developed by KPMG LLP (a national provider of audit, tax, and advisory services) and subsequently modified to meet the agency's needs. OIG recommended that the Section 8 Program be reimbursed approximately \$3 million from non-restricted funds for allegedly not reasonably and equitably allocating funds in Fiscal Years 2005 and 2006. On March 24, 2009, OIG issued a draft audit report and held an exit conference on April 1, 2009. HACoLA submitted a response to the draft report on April 8, 2009. An OIG final report is pending.

#### **Corrective Action Plan (CAP) for FYE 2006**

All CAP items for FYE 2006 have been closed, with the exception that one member of the Housing Commission Advisory Board has yet to complete the Housing Choice Voucher Program training. The Housing Commissioner was expected to complete the training on-line but his completion is still pending.



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#### **Corrective Action Plan (CAP) for FYE 2007**

HUD's on-site confirmatory review resulted in a reduction of points for specific SEMAP indicators and a troubled rating for Fiscal Year ending June 30, 2007. HACoLA and HUD finalized a CAP that was approved by your Board on December 16, 2008 with thirty-four (34) PHA strategies. Four monthly submissions addressing all 34 strategies have been sent to HUD. HUD has confirmed that at least 17 of the 34 strategies have been closed. HUD approval of the remaining strategies will remove the Section 8 program from its "Troubled" status rating for FYE 2007.

#### **Confirmatory Review Results for FYE 2008**

HACoLA received a SEMAP score of 113 out of 145 possible points, earning a "Standard Performer" rating. HUD confirmed our score in a letter dated March 26, 2009. This was a major milestone in transitioning the Section 8 Program out of troubled status for FYE 2008.

#### **FSS Program Status**

The 2006-2007 Corrective Action Plan executed between your Board and HUD, instructed HACoLA to submit a monthly performance report on the FSS Program. The FSS program helps participating voucher families obtain employment that will lead to economic independence and self-sufficiency.

Per HACoLA's internal Yardi system, assigned slots for the FSS Program are for 754 families because 28 out of 782 of the original number have graduated from the program. We are not required to replace the 28 families. Our internal reporting rate reflects 462 families enrolled out of 754 (61.3% rate), with 153 families (33.1%) having escrow balances. Escrow accounts are established for families when they earn additional income as a savings to assist them in becoming self-sufficient. Additional earned income is not factored in when calculating their rent contribution. HACoLA is maintaining over a 60% enrollment rate and 30% escrow balances to achieve 8 out of 10 points on this SEMAP indicator. Outreach is being conducted to recruit new Section 8 program participants.

#### **VASH and other Section 8 Program Activities**

HACoLA works with the Housing Authorities of the City of Long Beach and City of Los Angeles (HACLA), who received 70 and 840 vouchers, respectively. On April 14, 2009, a motion was introduced by Los Angeles County Supervisors Yaroslavsky and Antonovich requesting that a letter signed by all five Supervisors be sent to HUD requesting a direct allocation of VASH vouchers to HACoLA due to the increasing need for permanent housing for Veterans.

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The call center averaged 3,048 calls per week and 12,190 total calls for the period of March 10 through April 13, 2009. The average wait time was 1 minute, 46 seconds.

For a 28-day period between March 15 and April 12, 2009, the Los Angeles Housing Resource Center (Socialserve.com) averaged 8,578 total listings; there were 5,346 landlords who provided property listings, and 129,812 housing searches were conducted.

Please contact me if you have any questions or need additional information.

CDC:MB:ML:dt

c: Lari Sheehan, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors  
Each Deputy

**Housing Authority - County of Los Angeles**

July 21, 2009

To: Each Supervisor

From: Sean Rogan  
Executive Director



**SUBJECT: HOUSING CHOICE VOUCHER (SECTION 8) PROGRAM  
REMOVED FROM TROUBLED STATUS**

Please be informed that in a July 20, 2009 letter from the U.S. Department of Housing and Urban Development (HUD), I was notified that the Housing Authority's Housing Choice Voucher (Section 8) Program has been removed from Troubled Status.

All strategies identified in the Corrective Action Plan dated December 2008 have now been implemented and no further progress reports are required by HUD.

SR:dt

c: William T Fujioka, Chief Executive Officer  
Lari Sheehan, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors  
Each Deputy